Diversity, Equity and Inclusion Strategic Plan
Five-Year Strategic Objectives, Measures and FY19 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

From being one of the first universities to admit women in 1870 to our historic defense of race conscious admission policies at the U.S. Supreme Court in 2003, the University of Michigan has had a fierce and longstanding commitment to diversity, equity and inclusion. This commitment rests upon our recognition of the history in the United States of racial, ethnic, and gender discrimination as well as our appreciation that our progress as an institution of higher learning will be enhanced with a vibrant community of people from many backgrounds.

Launched in November 2009, the Confucius Institute of the University of Michigan (CIUM) promotes the understanding of Chinese arts and cultures on the U-M campus in Ann Arbor and its vicinities, reaching out to a wide range of people from diverse backgrounds, including students, faculty, staff, and other community members. CIUM is a critical part of the University’s efforts to advance the arts in its internationalized educational programs and to bring cultural diversity to the U-M campus and beyond.

To foster informed and creative dialogues by artists, scholars, students, and community members, CIUM presents to the U-M and Ann Arbor communities a diversity of Chinese artistic activities and expressions, which include, for example, performances of traditional and contemporary music and theatre, exhibitions of paintings, calligraphy and other visual arts by contemporary artists, international and interdisciplinary conferences, and multinational and multi-generational comparisons of world arts and cultures.

In pursuit of these aims, CIUM actively invites Chinese artists and scholars to visit Ann Arbor, and occasionally sends U-M faculty and students to China for direct engagements with their Chinese counterparts. Many CIUM events have diversity, equity, and inclusion messages embedded. For example, Gu Jiani’s talk on “Gender, Queerness, and Female Sexuality in Chinese Contemporary Dance” in Sept 2015 references LGBT developments in China, and Hanggai’s performance of Mongolian folk-rock music in 2016 indexes global discourses on ethnicity, hybridity, popular culture, and subaltern voices.

From the onset of the Diversity, Equity, and Inclusion strategic planning process, it was clear that all of the planning domains, and especially the third planning domain, resonated with the CIUM staff: 1) recruitment, retention, and development, 2) education and scholarship, 3) promoting an equitable, inclusive environment, and 4) service. Because promoting an equitable, inclusive environment is such an important aspect of the Confucius Institute operations and promoting intercultural interactions among the U-M community is the core of the CIUM
mission, the Confucius Institute does not charge for most of its events. There is a strong culture within the Confucius Institute team to promote all activities widely and limit participation barriers so students, faculty, staff, and Ann Arbor community members feel welcomed. The Confucius Institute at this time does not have enough quantitative data that identifies its stakeholders, namely student, faculty, staff, and non-UM community member participants of CIUM events. Confucius Institute staff acknowledges that in order to better promote an equitable and inclusive environment, we first have to obtain better participation data and to engage our stakeholders in a personal, open manner to get honest, useful feedback. This strategic plan is fashioned to rectify this knowledge gap in a systematic and sustainable manner, and the following aspects of the President’s Diversity Charge have specifically guided the work:

Values
- We must act with deliberateness and humility as we seek to respect and leverage diversity, ensure equity, and promote inclusion.
- We must examine and learn from the outcomes of our past efforts and work to improve them.
- We must act on our commitment, in accordance with the law, to contribute to a just society and to affirm the humanity of all persons.

In terms of “deliberateness and humility,” the CIUM staff put humility at the forefront of its conversations by acknowledging that good programming can be better programming through regular assessments and engaging stakeholders in focus groups. Through these assessments and engagements, the CI staff can gain the necessary stakeholder input to redefine and meet its mission in a deliberate manner. These principles of deliberateness and humility have defined the CI goals for diversity, equity, and inclusion planning.

Goals

Diversity: We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.

Equity: We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

Inclusion: We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of
DIVERSE, EQUITY & INCLUSION

Confucius Institute

diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

The overarching purpose of the Confucius Institute Diversity, Equity, and Inclusion Planning team is to identify the CI community’s diversity profile and views as they relate to CI initiatives as they related to the four DEI domains: Retention Recruitment, Inclusive Climate, Education and Scholarship, and Service. The team will evaluate stakeholder views in terms of supporting a diverse audience, allowing for equitable and inclusive participation, and providing meaningful and welcoming intercultural opportunities in order to strengthen CI activities as well as explore new initiatives. These goals have defined the CIUM team’s specific charge:

1. Develop an engaged process that generates a collective commitment from the constituents of their school, college or unit.

2. Conduct and provide a comprehensive evaluation of where they are as a unit with respect to:
   (a) how diverse they are as a community;
   (b) the degree to which individuals experience the University as inclusive; and
   (c) whether individuals have equitable opportunities to be successful.

3. Within the constraints of the law, propose specific, achievable and sustainable short-medium- and long-term goals and actions to enhance diversity, equity and inclusion with specific timetables for execution.

4. Identify resources and points of accountability for achieving the designated goals.

5. Identify steps to ensure that the plan they develop is regularly reviewed and updated to reflect both progress towards their goals and any newly identified opportunities and challenges.

II. Implementation Highlights and Planning Process Used

Planning Leads:
Co-Lead: Joseph Lam, Professor of Musicologist/ Director of the Confucius Institute (jsclam)
Co-Lead: Jiyoung Lee, Assistant Director of Communications and Marketing (jiyoungl)

Implementation Team:
Co-Lead: Jiyoung Lee, Assistant Director of Communications and Marketing (jiyoungl)

Focus Group:
To be formed in the beginning of the semester fall 2018.
Implementation Highlights

• SWOT exercise was led by Anita Bohn, Organizational Development Lead from the University of Michigan Student Life. This exercise was one of the action plans for Year 2 to help CIUM team to think about its existing program and data critically and brainstorm how to effectively reach out to student audience and examine the effectiveness of CIUM programming. The participants of this exercise were Joseph Lam, Jiyoung Lee, Sue Schreck, Louis Yen and Xiwen Sheng. The main strategies drawn from this discussion were working with various campus partners to identify students’ needs and create need-based events. We came up with 6 action plans, which will be implemented during Year 3 through Year 5. 1) Reach out to Diversity Peer Educators. 2) Reach out to U-M Dining Halls to find opportunities to introduce our events (performance demo). 3) Reach out to various student organizations through the Center for Campus Involvement. 4) Contact the International Center Program to attract more international students. 5) Identify faculty who teach international studies and offer them CIUM’s academic/artistic event info. 6) Reach out to Global Scholars Program.

• As our ongoing efforts for identifying who CIUM’s audiences are, demographic surveys were conducted during CIUM’s 5 major events. The survey results were compared to year 1 results, which will affect CIUM’s promotion strategies so that we can reach out to more diverse groups of students and make the CIUM program more inclusive.

• We discussed various ways to promote diversity and inclusion with three DEI leads at the U-M campus. The future collaborators are the Center for Campus Involvement & Services for Students with Disabilities, and the DEI lead at the School of Engineering. Below are the new action plans created from the discussions.

  - Working with Services for Students with Disabilities, CIUM will send all the event documents in Word form (modifiable and expandable for visually impaired students) and post event announcements on Twitter (most used social media for students with disabilities).
  - Working with the Center for Campus Involvement (CCI), CIUM will send its event information to the CCI Newsletter and CCI DEI Newsletter regularly.
  - Working with CCI, CIUM will identify at least one speaker for “Hot Topics” or “Change Our World” program.
  - Working with Multi-Ethnic Student Affairs, CIUM will participate in their heritage months program.
  - Working with the School of Engineering, CIUM will sponsor UM-SJTU Join Institute’s annual social event(s) that provide networking opportunities for students from different cultural background.
Planning Process Summary

Based on the original 5-Year Strategic Plan submitted in 2016 and 2017, CIUM has revised its plan that focuses only on a limited number of actionable, realistic items within the current budget and staff structure. CIUM has only two staff full members (2 FTE) and a half-time business administration staff (0.5 FTE) from the Provost Office; therefore, the unit was advised to focus on its current program that complements the University’s DEI mission instead of creating a separate DEI program.

III. Data and Analysis: Key Findings

Engagement: Serving all constituents of the U-M campus and local community, CIUM hosts a variety of cultural and academic events during the academic year, all of which are open and free to the public. All of CIUM activities are embedded with the core concepts of DEI as its core mission is to bring cultural diversity to the U-M and local community. CIUM is not affiliated with a specific group, department, or school; it serves all members of the community.

During Year 2 (fall 2017 - winter 2018), CIUM hosted many culturally diverse events, showcasing both traditional and contemporary culture of China. We have identified two events particularly catering to CIUM’s DEI objectives: 1) a lecture discussing working with people with disability in China and 2) a cultural event: Chinese New Year Celebration Day. Professor Kathryn Johnson from St. Cloud State University presented a lecture that provided compelling personal stories of serving people in disability. The Chinese New Year event on February 16, 2018 celebrated the Chinese New Year with the campus community from many different cultures and background. Co-hosted with U-M Lieberthal-Rogel Center for Chinese Studies and ALC Chinese Language Program, this special cultural event served students, faculty, staff, and community members who celebrated the Chinese New Year together with food, games, books, and calligraphy.

Assessment and Takeaways: To measure how CIUM’s audience is diverse and inclusive, a demographical survey was conducted in Year 1, and the same survey was used for year 2. Our audience’s basic demographic information was collected from five large scale events: 1) Performance – “Electric China: Explorations of the Beijing Musical Underground” 2) Film Screening - “Duckweed” 3) Performance - “Guqin Music: The dancing Crane and Homage-paying Geese” 4) Performance - “East and West: A Recital of Vocal Music with Piano” and 5) Performance - “Tutu: Dance Performance by Hou Ying Dance Theater.” The total number of survey participants were 1,225 (The survey participants in Year 1 was 481). We were able to sample a larger number of audience this year. There was a significant increase in the number of student audience: 28% to 42%. In terms of ethnic diversity, there has been a decrease in number of non-Chinese audience in comparison to Chinese audience: from 51% to 31%.
The increased number in student participation is encouraging. During year 2, CIUM made extra efforts to attract more students to its events. CIUM will continue to explore new ways to reach out and accommodate more students. In coming years, CIUM will partner with Student Life and collaborate with other departments to proactively discover our students’ needs and interests.

This survey result is not a reflection of our efforts in promoting diversity, but a good guidance that points out what constituents we could focus more on in the next phase. We will continue to make conscious efforts to attract more diverse audiences in the more inclusive manner.

IV. Strategic Objectives, Measures of Success and Action Plans*

*All strategic objectives and related actions will be pursued in accordance with the law and University policy.

A. Recruitment, Retention and Development
B. Education and Scholarship
C. Promoting an Equitable and Inclusive Community
D. Service

A. Recruitment, Retention and Development

Objective 1: When hiring new staff, temp, and student assistants, CIUM will revamp job posting and interviewing practices to attract diverse applications.

Measures of Success:
- Increase awareness of CIUM’s commitment to diversity, equity and inclusion among staff.
- Increase number of diverse applicants in applicant pools.

FY 17 – 21 Action Plan:
- Post CIUM’s DEI statement on various location including CIUM website and CIUM job postings.
- Post job openings on a diverse range of websites, such as Diversity Abroad or Secuss-L.
- Invite on-campus partners into the interview selection process.
- Continue to hire our team in an equitable manner that does not discriminate.
- Create one interview question related to an appreciation for a diverse, equitable, and inclusive environment.

Primary DE&I Goal: Inclusion
Other applicable domain: Promoting an Equitable and Inclusive Community
Vital Strategy: Recruitment
Stakeholders: Staff
Group Persons/Accountable: HR
Resources Needed: No
Objective 2: Foster a work environment that promotes staff’s equal opportunities for professional development.

Measures of Success:
- Increase awareness of promotion and education opportunities at CIUM.
- Increase number of staff’s career advancement activities at CIUM.

FY17 – 21 Action Plan:
- Promote development opportunities to all staff members, regardless of background or identity by incorporating development opportunities into annual objectives and discussing opportunities at staff meetings.

FY18 – 21 Action Plan:
- Discuss career advancement objectives and development opportunities during annual work planning meetings.

Primary DE&I Goal: Diversity and Inclusion
Other Applicable Domain: Promoting an Equitable and Inclusive Community
Vital Strategy: Career Advancement
Stakeholders: Staff
Group Persons/Accountable: Joseph Lam
Resources Needed: Budget may be needed.

Objective 3: Encourage staff to pursue development opportunities to improve their diversity skills.

Measures of Success:
- CIUM staff’s participation in at least one cultural/ intercultural communication activity on or outside the campus.
- CIUM staff includes diversity skills as part of their work plan objectives.
- Increased number of DEI workshops offered for the entire staff.

FY 18 -21 Action Plans:
- Ask staff what educational opportunities they would like to partake in so that they can build cultural sensitivity and intercultural communication skills on their own terms. A great time to do this is when creating annual objectives during work planning.
- Encourage staff to take desired courses offered by HRD and LPD, which will help staff to feel competent when discussing diversity issues “Intercultural Training” or “Crucial Conversations.”
FY18–21 Plan:
- Ask staff to participate in at least 2 DEI related events, workshops, or training a year.

Primary DE&I Goal: Diversity and Inclusion  
Other Applicable Domain: Service and Promoting an Equitable and Inclusive Community  
Vital Strategy: Climate enhancing activities  
Stakeholders: Staff, Students, U-M Faculty, and Community Members  
Group Persons/Accountable: Jiyoung Lee  
Resources Needed: No

Objective 4: Create clear pathways for conflict resolution.  
Measures of Success:  
- Increased awareness and understanding of the University policies and procedures on conflict resolution.  
- Ensure all conflicts are handled and resolved fairly in a timely matter.

FY17–21 Action Plan:  
- In case of a conflict, consult with the Office for Institutional Equity, and then follow the established university policy.

Primary DE&I Goal: Inclusion  
Other Applicable Domain: Promoting an Equitable and Inclusive Community  
Vital Strategy: Conflict Resolution  
Stakeholders: Staff  
Group Persons/Accountable: Jiyoung Lee  
Resources Needed: No

B. Education and Scholarship

No action plan for this category in FY19

C. Promoting an Equitable and Inclusive Community

Objective: Present print and electronic resources to be inclusive to students with disabilities.

Measures of Success:  
- Increase resources that can be used by students with varying learning styles and disabilities.

FY19-21 Action Plan:  
- Follow up on plans that were discussed with the Students with Disabilities office to discuss methods: CIUM will reach students who are hearing and visually challenged, as
well as discuss how certain advertising forms can reach students with varying learning styles (visual, oral, kinesthetic, etc.).

**Primary DE&I Goal:** Diversity and Inclusion  
**Other Applicable Domain:** Service and Promoting and Equitable and Inclusive Community  
**Vital Strategy:** Recruitment  
**Stakeholders:** Students, U-M Faculty, and Community Members  
**Group Persons/Accountable:** Jiyoung Lee  
**Resources Needed:** No

**D. Service**

**Objective 1:** Increase the diversity of CIUM participants.

**Measures of Success:**
- Increase number of CIUM participants who belong to diverse backgrounds on campus (gender, ethnicity, nationality, students with disabilities, home college, student orgs / groups, etc.).
- Establish refined outreach strategies to engage various types of individuals, colleges, and student groups on campus

**FY17 - 19 Action Plan:**
- Continue to offer free programming so that learning about culture and being a part of the Confucius Institute community is not cost prohibitive.
- Invite on-campus partners to co-sponsor such events to reach new audiences and create the possibilities of new interactions among student groups who may not otherwise have met each other

**FY19 Action Plan:**
- Follow focus group advice and identify groups of students through Student Organization and Resource Center (SORC) that could bring a different perspective to discussions at CIUM events. e.g. a recognized student organization whose mission is intended to support Chinese graduate students who do not have many interactions with local American students or perhaps recognized student organizations or groups who do not normally interact with students who attend Chinese culture events.

**FY19 - 21 Action Plan:**
- Working with Services for Students with Disabilities, send all the event documents in Word form (modifiable and expandable for visually impaired students) and post event announcements on Twitter (most used social media for students with disabilities).
- Working with the Center for Campus Involvement (CCI), send CIUM event information to the CCI Newsletter and CCI DEI Newsletter regularly.
- Working with CCI, identify and offer at least one speaker for “Hot Topics” or “Change Our World” program.
- Working with Multi-Ethnic Student Affairs, participate in their heritage months program.
- Working with the School of Engineering, CIUM will sponsor UM-SJTU Join Institute’s annual social event(s) that provide networking opportunities for students from different cultural background.

**Primary DE&I Goal:** Diversity and Inclusion  
**Other Applicable Domain:** Service and Promoting and Equitable and Inclusive Community  
**Vital Strategy:** Recruitment  
**Stakeholders:** Students, U-M Faculty, and Community Members  
**Group Persons/Accountable:** Joseph Lam  
**Resources Needed:** Budget for expanded activities

**Objective 2:** Highlight DE&I components in CIUM programming and collecting data to demonstrate diversity of content in programming.

**Measures of Success:**
- Have a system for coding each event for the past 5 years based on their diverse elements, for example the codes can include “Pro Feminist,” “LGBT,” “Non-Han Cultures in China.”
- Have a report detailing current and past events based on their diversity element.

**FY19 Action Plan:**
- Have a report detailing current and past events based on their diversity elements.

**V. Goal-related Metrics – School, college or unit measures tracked over time**

**Confucius Institute Metrics**

**Diversity:** Makeup of staff and of event participants.  
**Equity:** Provide staff with the same development opportunities. Continue to offer programming that are free from participation barriers.

**Inclusion:** Create a welcoming environment where each participant/staff’s inputs are valued and where each all constituents feel they are part of the CIUM and U-M community, instead of being on the outside looking in.
### VI. Action Planning Tables with Details and Accountabilities

#### VI. A. Recruitment, Retention and Development

<table>
<thead>
<tr>
<th>Key Constituency</th>
<th>Strategic Objective</th>
<th>Measures Of Success</th>
<th>Detailed Actions Planned (measurable, specific)</th>
<th>Group/ persons accountable</th>
<th>Resources needed (if applicable)</th>
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<tbody>
<tr>
<td><strong>Staff</strong></td>
<td>Reestablish job-posting and interviewing practices</td>
<td>- Increase awareness of CIUM’s commitment to diversity, equity and inclusion among staff.</td>
<td>- Post CIUM’s DEI statement on various location including CIUM website and CIUM job postings. (ongoing)</td>
<td>Jiyoung Lee</td>
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<td>- Post job openings on a diverse range of websites, such as Diversity Abroad or Secuss-L. (ongoing)</td>
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<td>- Invite on-campus partners into the interview selection process. (ongoing)</td>
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<td>- Continue to hire our team in an equitable manner that does not discriminate. (ongoing)</td>
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<td>- Create one interview question related to an appreciation for a diverse, equitable, and inclusive environment. (ongoing)</td>
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<td><strong>Staff</strong></td>
<td>Foster a work environment that promotes staff’s professional development.</td>
<td>- Increase awareness of promotion and education opportunities.</td>
<td>- Promote development opportunities to all staff members, regardless of background or identity by incorporating development opportunities into annual</td>
<td>Joseph Lam</td>
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<td>- Increase number of</td>
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<td>Staff, Students, Faculty, and Community members</td>
<td>Make diversity, equity, and inclusion a regular part of the CIUM planning process.</td>
<td>- Critically analyze the survey results among key stakeholders, such as among staff and among students, faculty, and - Ask staff to participate in at least 2 DEI related events, workshops, or training a year (FY18-21)</td>
<td>Jiyoung Lee</td>
<td>No</td>
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<td>Staff</td>
<td>Encourage staff to pursue development opportunities to improve their diversity skills.</td>
<td>- Have CIUM staff participate in at least one cultural/intercultural communication activity on or outside the campus. - Have CIUM staff include diversity skills as part of their work plan objectives. - Offer more workshops for the entire staff. - Ask staff what educational opportunities they would like to partake in so that they can build cultural sensitivity and intercultural communication skills on their own terms. A great time to do this is when creating annual objectives during work planning. (FY18 - 21) - Encourage staff to take desired courses offered by HRD and LPD, which will help staff to feel competent when discussing diversity issues “Intercultural Training” or “Crucial Conversations.” (FY18 - 21)</td>
<td>Joseph Lam</td>
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</table>
| Staff | Create clear pathways for conflict resolution. | - Increase awareness and understanding of the University policies and procedures on conflict resolution.  
- Ensure all conflicts are handled and resolved fairly in a timely matter. | - In case of a conflict, consult with the DE&I main office and then follow the established policy stipulated in the University SPG. (FY17 – 21) | Jiyoung Lee | No |

### IV. B. Education and Scholarship

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<tr>
<th>Key Constituency</th>
<th>Strategic Objective</th>
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</table>
| Student, Faculty, and Community members | Build a stronger sense of community among stakeholders who are involved with CIUM activities. | -Host at least one event that promotes understanding of minority groups and different cultures and perspectives.  
- Increase opportunities for CIUM stakeholders to interact. | No action plan for this category in FY19. | Joseph Lam | No |
### IV. C. Promoting an Equitable and Inclusive Community

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<td>Student, Faculty, and Community members</td>
<td>Present print and electronic resources to be inclusive to students with disabilities.</td>
<td>- Increase resources that can be used by students with varying learning styles and disabilities.</td>
<td>- Follow up plans that were discussed with the Students with Disabilities office to discuss methods to reach students who are hearing and visually challenged, as well as discuss how certain advertising forms can reach students with varying learning styles (visual, oral, kinesthetic, etc.). (FY19)</td>
<td>Jiyoung Lee</td>
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### IV. D. Service

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<td>Student, Faculty, and Community members</td>
<td>Increase the diversity of CIUM participants.</td>
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<td>- Continue to offer free programming so that learning about culture and being a part of the Confucius Institute community is not cost prohibitive. (FY18-21) - Invite on-campus partners to co-sponsor such events to reach new audiences and create the possibilities of new interactions among student groups who may</td>
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<td>Student, Faculty, and Community members</td>
<td>Highlight DE&amp;I components in CIUM programming and collecting data to demonstrate diversity of content in programming.</td>
<td>CIUM event information to the CCI Newsletter and CCI DEI Newsletter regularly. (FY19-21)</td>
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<td>- Prepare a report detailing current and past events based on their diversity elements. (FY19)</td>
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VII. Plans for Supporting, Tracking and Updating the Strategic Plan

Plans for Supporting the Strategic Plan:

1. A plan approved by Dr. Lam will be brought before the Confucius Institute staff for feedback. The action plans are to be revised if needed.
2. The Provost Office provided $2000 to support the CIUM DEI activities during FY17. This fund will be used as necessary for DEI related matters.

Plans for Tracking and Updating the Strategic Plan:

1. Jiyoung will check in with Joseph Lam (DEI co-lead) regularly to provide updates and to ask for support if needed.
2. Jiyoung will provide DEI Progress Report to the leadership once each year.
3. Revise action plans as necessary to remain on track with the timeline below:
   a. **2016-2021 Planning Timeline**
      - **July- September, 2017 – Assess and Report on Progress on Year One, Clarify FY18 Goals**
        Begin Year Two implementation
   b. **July - September, 2018 – Assess and Report on Progress, Clarify FY19 Goals**
      Begin Year Three implementation
   c. **March- May, 2019 – “Mid-term Campus-wide Progress Review”**
      Assess and report on progress against plans
      Create Mid-term U-M Report
   d. **July- September, 2019 – Assess and Report on Progress, Clarify FY20 Goals**
      Begin Year Four implementation
   e. **July- September, 2020 – Assess and Report on Progress, Clarify FY21 Goals**
      Begin Year Five implementation
   f. **March- May, 2021 – Evaluate Progress against Five Year Plan**
      Assess progress against plans at School/College/unit Level,
      Roll up to Summary U-M Report on Progress